



The ALx Bulletin

Presented by The Army Leader Exchange
"Lead Well and Develop Others"

Lead Well and



Develop Others

Issue 21-02: March 2021

Welcome to the Army Leader Exchange (ALx) Bulletin, a comprehensive list of new products and publications from TRADOC and subordinate commands for March 2021.

Sign up to automatically receive the ALx Bulletin: <https://usacac.army.mil/forms/ALXRegistration>

Connect with us!



DEVELOPING LEADERS

Leadership: Building a Culture of Respect – In his article with *The NCO Journal*, MSG Jeremy D. Scott investigates strategies leaders can employ to identify and correct organizational culture gaps and foster a climate of mutual respect.

Available at: https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2021/January/Building-a-Culture-of-Respect/fbclid/IwAR0gi4tMzq0-s1_FNWnUAh8KGSfiEbyq_77eS5FqBM_1R47BMOWouTvcRB4/

Diversity Helps Units Succeed – COL Andrew Deaton discusses how leaders must maximize the positive impact inherent in the diversity of ethnicity, gender, thought, skills, and other characteristics. Embracing diversity creates the inclusive, motivating environment that energizes a team and leads to mission success. Available at:

<https://www.ausa.org/articles/diversity-helps-units-succeed>

The Command Climate Navigator – The Center for the Army Profession and Leadership (CAPL) introduces the command Climate Navigator. This resource was created to help company commanders and senior NCOs build more positive command climates in order to increase unit effectiveness. Available at: <https://capl.army.mil/command-climate-navigator/ccn.php#/>

Leader Development in Contact: Leader Observations from the National Training Center (NTC) – Leaders from the NTC Operations Group examine the art of leadership, its application at NTC, and what some of the more successful rotational unit leaders do to build winning teams. Each chapter is written by a senior observer controller/trainer and covers the tactics, techniques, and procedures that have been demonstrated to be successful in a specific warfighting function. Available at: <https://usacac.army.mil/organizations/mccoe/call/publication/21-04#overlay-context=node/2845>

Project Athena: Self Development Tool - The Army needs strong leaders that continually work to grow their leadership abilities. Resources to guide personal and professional self-development are just a click away with the new "Project Athena Leader Self-Development Tool" which links individuals to more than 500 leadership resources to support individual development needs. Available at: <https://capl.army.mil/athena/#/>

The Platoon Task and Training & Evaluation Outline (T&EO) Viewer [CAC Required] – The Training Management Directorate (TMD) presents a new Platoon Task and Training & Evaluation Outline viewer, which provides easy access to T&EOs for proponent-approved platoon tasks. Available at: <https://atn.army.mil/ATNPortalUI/task/PlatoonTaskViewer>

PODCAST: Breaking Doctrine Episode 8 – Leader Development and Assessments – A discussion on the Battalion and Colonel Command Assessment Programs as well as Project Athena, a leader assessment and self-development tool created by the Center for Army Profession and Leadership (CAPL).

Apple Podcast: <https://podcasts.apple.com/us/podcast/breaking-doctrine/id1522992251> Google Podcast: [Click Here](#)

Bridging the Three-Generational Gap Using Doctrine – An article from *Military Review* in which the authors discuss the challenges faced by Brigades and Battalions caused by the differences in experience between company-grade officers, field grade staff officers and Battalion or Brigade Commanders. Available at:

<https://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2021-OLE/Davis-Generational-Gap/linkId/110586308/>

News From the Front: Training in Contested Spaces – A summary of Fort McCoy's efforts to set conditions for the Army Reserve to resume training under COVID-19 risk mitigation protocols. Available at:

<https://usacac.army.mil/sites/default/files/publications/21-592v7.pdf>



The ALx Bulletin

Presented by The Army Leader Exchange
“Lead Well and Develop Others”



Issue 21-02: March 2021

DRIVING CHANGE

MDTF Quick Look Report: Competing Across Multiple Domains [CAC Required] – This report informs operational commanders and staffs of the Multi-Domain Task Force’s (MDTF’s) concept, structure, and capabilities. It describes the MDTF in relation to the competition continuum and archipelagic defense concept. This report also provides key lessons learned to date and discusses the MDTF’s way ahead. Available at: <https://call2.army.mil/docs/doc18103/18103.pdf>

The Eighteenth Gap: Preserving the Commander’s Legal Maneuver Space on “Battlefield Next” – LTG Charles Pede and COL Peter Hayden explore the “18th gap,” the space between what the law of war requires, and a growing expectation of highly constrained and surgical employment of force born of our own recent experience. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/March-April-2021/Pede-The-18th-Gap/>

U.S. Army Response to SARS-COV-2 [CAC Required] – This report highlights recommendations from the Army’s response to the COVID-19 pandemic in eight key focus areas (Medical Capacity and Capability, Accessions/PME, Modernization, Installation Capacity/Sustainment, Mobilization, Command and Control, Readiness, and Partners and Allies). Available at: <https://call2.army.mil/toc.aspx?document=18105>

MadSci 303: Insights from the Nagorno – Karabakh Conflict in 2020 – Today’s post explores initial Russian and Turkish perspectives on the recent conflict between Azerbaijan and Armenia in this remote region of the Caucasus and the potential ramifications for the Operational Environment and the changing character of warfare. Available at: <https://madsciblog.tradoc.army.mil/303-insights-from-the-nagorno-karabakh-conflict-in-2020/>

Radio Silence: Preparing for Future Electronic Warfare – This article discusses how Soldiers and their organizations can effectively train, fight, and win within the electromagnetic spectrum (EMS). Recent observations and lessons learned from training exercises focused on the EMS have exposed vulnerabilities in current tactics against potential adversaries. Available at: <https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2020/November/Preparing-for-Future-Electronic-Warfare/linkId/111763710/>

MadSci 306: A Chinese Perspective on Future Urban Unmanned Operations – Chinese military thinkers also acknowledge the challenges of operating in dense urban environments. Two recent articles propose innovative solutions to tackle what they describe as “warfare in hell” by incorporating swarms of unmanned autonomous systems and applying artificial intelligence to military planning, operational command, and decision support. Available at: <https://madsciblog.tradoc.army.mil/306-a-chinese-perspective-on-future-urban-unmanned-operations/>

Dense Urban Environments: The Crucible of Multi-Domain Operations – Multi-domain operations (MDO) and dense urban operations are two significant topics in contemporary Army research. While researchers have looked at these topics in isolation, these authors explore the challenges and benefits of adopting an MDO mindset in a dense urban environment. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/Wolfel-Dense-Urban-Environment/linkId/110949351/>

PODCAST: The Convergence – The Policy and Law of Lethal Autonomy – TRADOC G-2’s Mad Scientist Podcast, hosts a discussion of the ground truth on regulations and directives regarding lethal autonomy and what the future of autonomy might mean in a complex threat environment. Available at: <https://madsciblog.tradoc.army.mil/305-the-convergence-the-policy-and-law-of-lethal-autonomy-with-michael-meier-and-shawn-steene/>

PODCAST: Breaking Doctrine Episode 7 – Protection – BG Jim Bonner, CG, MSCoE; COL Niave Knell, Commandant, USAMPS; discuss the Protection Warfighting Function, one of the largest and most diverse. Join us and listen along for some great insights on the Maneuver Enhancement Brigade, the Protection Cell and the future of Protection. Apple Podcast: <https://podcasts.apple.com/us/podcast/breaking-doctrine/id1522992251> Google Podcast: [Click Here](#)



The ALx Bulletin

Presented by The Army Leader Exchange
“Lead Well and Develop Others”



Issue 21-02: March 2021

China’s Maritime Militia and Fishing Fleets: A Primer for Operational Staffs and Tactical Leaders – An exploration of how China uses its maritime militia and fishing fleets as policy instruments to bridge the economic, informational, and military realms, challenging U.S. Forces. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/January-February-2021/Panther-Maritime-Militia/linkId/110825417/>

Divided We Fall: How the U.S. Force is Losing its Joint Advantage over China and Russia – The U.S. military must recommit to building military leaders who can think jointly, operate jointly, and lead jointly. This author argues that since 1986, the U.S. military has held an advantage in joint interoperability over potential adversaries. However, in recent years, we have undermined this advantage by weakening the reforms that have lifted the joint force. Available at: <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/March-April-2020/Sukman-Divided/linkId/111816307/>

PODCAST: Leader Up – Grand Strategy: Global Entanglement and Multi-Reality Warfare – The Army Management Staff College (AMSC) presents “Leader Up,” the podcast. This episode is a discussion of the importance of developing a contemporary and relevant grand strategy for the United States that will win the Nation’s wars. We also highlight a Global Entanglement and Multi-Reality threat that is becoming increasingly invasive. Google Podcast: [Click Here](#)

PODCAST: The Convergence – The Next Ten Years of Tech – An economist and Senior Research Fellow at the Center for Growth and Opportunity at Utah State University discusses technology opportunities in the next decade, the economic impact of shifting tech trends, and their impact on global security. Available at: <https://madsciblog.tradoc.army.mil/302-the-convergence-the-next-ten-years-of-tech-with-eli-dourado/>

MadSci 301: Sub-threshold Maneuver and the Flanking of U.S. National Security – A discussion on revolutionizing our concept of “maneuver.” Countering our adversaries’ “sub-threshold maneuver” will require change to our National Security structure to deter or engage our adversaries in this new era of competition, crisis, conflict, and change. Available at: <https://madsciblog.tradoc.army.mil/301-sub-threshold-maneuver-and-the-flanking-of-u-s-national-security/>

Deception in the Desert: Deceiving Iraq in Operation DESERT STORM – 29 years ago, a ground offensive began in Operation DESERT STORM. In AUP’s LSCO series, Don Wright tackles how #CENTCOM commander Gen. N. Schwarzkopf ensured swift victory using “Deception in the Desert.” Available at: <https://www.armyupress.army.mil/Books/Browse-Books/iBooks-and-EPUBs/Deception-in-the-Desert/linkId/110773029/>

DOCTRINE

AUDIOBOOK: ADP 3-37, Protection – The audiobook version of ADP 3-37, Protection, is now posted to the Central Army Registry (CAR) for download or streaming. Available at: <https://rdl.train.army.mil/catalog-ws/view/ADP3-37-Audiobook/index.html>

ATP 3-34.10, Engineer Platoons [CAC Required] – New ATP covering Engineer Platoon formations, capabilities and operations. Published 02 FEB 21. Available at: https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021468

ATP 3-28.1, Multi-Service Tactics, Techniques and Procedures for Defense Support to Civil Authorities (DSCA) – Update published 11 FEB 21. Available at: https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021505

ATP 4-12, Army Container Operations – Update published 12 FEB 21. Available at: https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021635

STP 7-11C1-SM-TG, Soldier’s Manual and Trainer’s Guide, MOS 11C, Indirect Fire Infantryman, Skill Level 1 – Update Published 04 FEB 21. Available at: https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021598